Managing Human Capital for the ITM Workforce
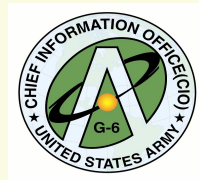
Briefing for

Army Acquisition Workshop

Orlando, FL

3 March 2005

Anna Vitkauskas, GS-14
Deputy Director
Human Capital Management
Enterprise Integration
Army CIO/G-6

Top IT Human Capital Issues

National Personnel Agenda Items

- ‣ **President's Management Agenda #1 Human Capital**
- ‣ **National Security Personnel System (NSPS)**
- ‣ **Senior Army Workforce (SAW)**

ITM Workforce Cornerstones

- ‣ **Clinger-Cohen Competencies/2210 Series**
- ‣ **OPM Focus on IT Careers and Pay**
- ‣ **IT Project Manager Series**
- ‣ **AKM Goal 5: Human Capital**

CP-34 ACTEDS Training

- ‣ **University Programs – *New Guidelines***
- ‣ **Leadership Training**
- ‣ **Developmental Assignments**
- ‣ **Leader Development Programs**
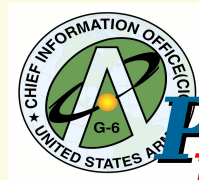
President's Management Agenda

Five Initiatives

1. **Strategic Management of Human Capital**
2. **Competitive Sourcing**
3. **Improved Financial Performance**
4. **Expanded Electronic Government**
5. **Budget and Performance Integration**

Three Principles

1. **Citizen-centered (not bureaucracy-centered)**
2. **Results-oriented**
3. **Market-based (innovation thru competition)**

To reform government we must rethink government
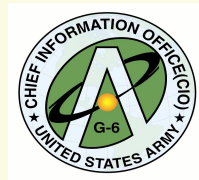
National Security Personnel System (NSPS)

Purpose

A modern, flexible civilian HR system to make DoD more competitive & responsive to national security demands. Affects *hiring, assigning, compensating, promoting & disciplining*.

Features

‣ **Pay Bands: Replace grades/steps**
‣ **Hiring: Streamlined hiring & reassignments**
‣ **Perf Mgmt: Pay for Performance**
‣ **Workforce Mgmt: Staffing flexibilities to right-size orgs**
‣ **Labor Relations: Union meetings throughout process**

Implementation

‣ **PEO (Navy civilian) working with OPM Director**
‣ **Spiral 1: 300,000 GS/GM, U.S. based civilians (74,000 Army)**
‣ **Spiral 1.1 starts Jul 2005, 1.2 Jan 06, 1.3 Jul 06**
‣ **Working Groups designing new NSPS HR System**
‣ **Draft in *Federal Register* then issued by SecDef & OPM Dir**

Authorization
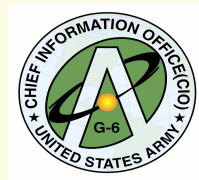
Senior Army Workforce (SAW)

Central Management
- Structured, resourced system aligned to Army workforce priorities
- Strategic management of 10,000 GS-13-15 senior leaders

Competency-Based Career Development
- Workforce planning driven by Army-wide goals & objective
- Holistic view of people to build flexible and resilient skills
- G-3 proponent for leader curriculum (Career Education System)
- SAWMO provides avenues for building leader requirements
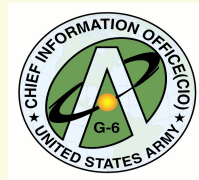
Multifunctional Career Tracks
- Broad career groups to enable multiple & integrated skill sets
- Facilitates flexibilities in NSPS design

Job Mobility
- Functional/Organizational/Geographic
- Army Mission/Professional/Personal Needs

Implementation
- Phase-in CP-10 (Civ HR)/CP-26 (Manpower)/CP-50 (MilPers)-FY07
- Web site: http://cpol.army.mil/library/sawmo/

Goal 5: Human Capital

1. *Skills for New Work*
Build flexible skills for new ways of working

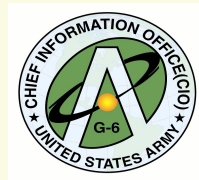**2. *Career Strategies***
Model Information Age career strategies

3. *Transformation*
Build transformational training programs

4. *Recruit and Retain*
Recruit, train and retain quality workers

5. *Leveraging IT*
Leverage IT for user-centric products & services

Civilian ITM Workforce
Total = 10,446 (December 2004)

Core Series	Total	GS-5-12	GS-13-15
2210* IT Mgmt	7,160	5,703	1,457
391 Telecom	765	561	204
301I IM	705	313	392
SUB-TOTAL	8,630	6,577	2,053

* Applications Software, Customer Support, Data Management, Systems Administration, *Network Services*, Operating Systems, *Policy & Planning, Security*, Internet, Systems Analysis.

Specialty Series	Total	GS-5-12	GS-13-15
1000's Visual Info	866	791	75
1082-3/1654 Pub/Prt	517	473	44
1410 Library Mgmt	277	250	27
343 Records Mgmt	156	120	36
SUB-TOTAL	1,816	1,634	182
GRAND TOTAL	10, 446	8,211	2,235
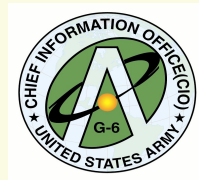
CIO/Leader Competencies

OPM Executive Core Qualifications

www.opm.gov

Leadership

- **Policy and Organizational**
- **Leadership/Managerial**
- **Process/Change Management**

Business

- **Information Resources Strategy and Planning**
- **IT Performance Assessment**
- **Project/Program Management**
- **Capital Planning/Investment Assessment**
- **Acquisition**
- **e-Gov/e-Business/e-Commerce**

Technology

- **IT Security/Information Assurance**
- **Enterprise Architecture**
- **Technical**

Leading Change

Creativity and Innovation.Continual Learning.External Awareness.Flexibility.Resilience.Service Motivation.Strategic Thinking.Vision

Leading People

Conflict Management.Cultural Awareness .Integrity/Honesty.Team Building

Results Driven

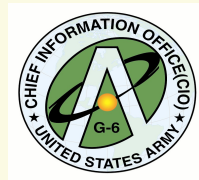**Accountability/Customer Service. Decisiveness.Problem Solving.Technical Credibility.Entrepreneurship**

Business Acumen

Financial Management.Technology Management.Human Resources

Building Coalitions/Communication

Influencing/Negotiating.Interpersonal Skills.Partnering.Political Savvy. Oral/Written Communication

OPM Focus on IT Careers

Special IT Pay Rate

- 2005 IT Special Pay (2210/854/1550) under discussion–*No change*
- Agencies must gather data on recruitment/retention/pay (9/30/05)
- OPM wants strategic approach to compensation due to:
  - OPM has *Critical Pay Position* authority for setting special pay
  - NSPS and DHS personnel reform will address pay for performance

Performance Standards for IT Training

- Human Capital Scorecard part of PMA #1
- OPM & Federal CIO Council set performance standards for training:
  - Conducted online IT workforce competency assessment (Sep 04)
  - Issued Guide to Planning Training & Managing Results
- OPM will track agencies' IT training with focus on results

Diploma Mills Alert!

- OPM actively exposing Diploma Mills that grant bogus degrees
- Once a passport for the employee, now a dupe for aspiring workers
- OPM issuing guidelines for judging legitimate academic credentials
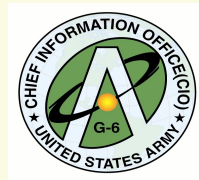
IT Project Manager Positions
(2210 Series)

New Position Title for 2210s (GS-09 to GS-15)

- Special salary rate applies up to Grade 12
- Other positions with PM function expected in administrative, professional or scientific areas

General Competencies

- Customer service, Decision making, Flexibility, Interpersonal, Leadership, Legal, Oral/Writing, Organization awareness, Problem solving, Reasoning, Team building

PM Competencies

- BPR, Capital planning/ investment, Contracting/procurement, Cost-benefit analysis, Financial mgmt, Planning/ evaluating, PM, Quality assurance, Requirements analysis, Risk mgmt
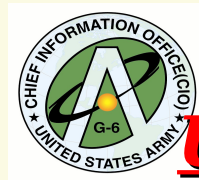
IT Project Manager Competencies

- **Configuration Management**
- **Data Management**
- **Information Management**
- **Information Resources Strategy & Planning**
- **IS/Network Security**
- **IT Architecture**
- **IT Performance Assessment**
- **Infrastructure Design**
- **Systems Integration**
- **Systems Life Cycle**
- **Technology Awareness**

Army Acquisition Corps

Category R

Education Programs

University Programs (GS-9-15)

- ITM/CIO/Knowledge Management
- Mgmt of Technology/Techno-MBA/e-Business
- Information Assurance/Biometrics/Computer Forensics
- Online university courses

IRM College Programs (GS-12-15)

- Certificate programs in classroom or distributed mode
- CIO: 8 courses over 4 years (15 credits)
- IA: 5 courses over 4 years (9 credits)
- e-Gov: 8 courses over 4 years (some lead to CIO Certificate)
- Advanced Management Program (AMP): 14 week residential includes CIO Certificate (15 credits) – offered 3 per year
- IRM College graduate credits accepted in partner institutions
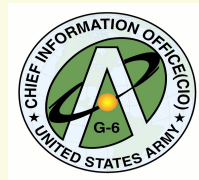
Leadership Training

OPM Management Seminars (GS-11-15)

‣ **One-week single concept programs** (Denver and WV)

> ‣*Customer-Focused Organizations*
> ‣ *Expanded Electronic Government*
> ‣ *Managing Project Teams*
> ‣ *Management of Information Technology*

‣ **Two-week** *Leadership Potential Seminar* (Denver and WV)

Developmental Assignments (GS-12-14)

‣ **Army CIO experience with CIO/RCIO activities**
‣ **2-4 month experience (flexible schedule)**
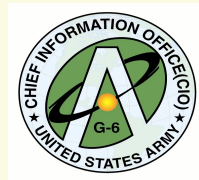
Leader Development

Executive Leadership Program **(GS-12-13) Aug start**
- **1 year structured development with group training**
- **30 & 60 day rotational assignments**

Executive Potential Program **(GS-14-15) Apr start**
- **1 year leader development, group training/benchmarking**
- **Two 60 day rotational assignments**

AMSC/SBLM **(GS-11-14) – Centralized application**
- **12 week residential at Ft Belvoir (3 classes/year)**
- **1 year non-residential program (Aug start)**
- **SBLM Metro Program – commuter style (Jan 05) *New!***

Senior Service College **(GS-13-15) - Centralized application**
- **Army War College, National War College, ICAF (Aug start**
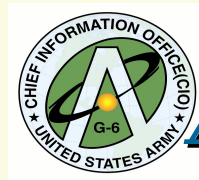
Army Knowledge Leaders Program

Purpose

‣ **Revitalize Army workforce with modern ITM corps**

Features

‣ **Two-year premier leader development**

‣ **Outstanding Scholars, GS-07 target GS-12**

‣ **Training in CIO competencies & leadership topics**

‣ **Rotations across major Army organizations**

‣ **Focus on project management & new technologies**

‣ **Career placement in critical defense areas**
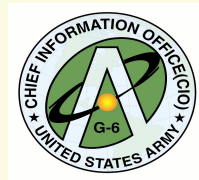
e-Learning and AKM Training

Army e-Learning

▸ **1,500 courses for AC/RC/ARNG and Army civilians**

▸ **HQDA Ltr 350-04-1 (Mr. Hudson) of 8 Jan 2004**

▸ **Army e-Learning is primary method of IT training**

▸ **Waiver process in memo**

▸ **Access via AKO at: https://usarmy.skillport.com**

KM/AKM Training

▸ **Over 500 trained in 20 classes since 2002**

▸ **MACOMS, RCIO/DOIMS, MED/LOG/PER**

▸ **4-day, 2-day and 1-day courses**
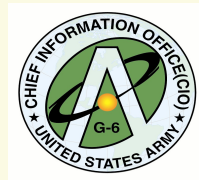
Human Capital Management

Kimberly Crandall
CP-34 Training Administrator
kimberly.crandall@us.army.mil

Kathy Chan
University Programs/e-Systems
kathy.chan@us.army.mil

Anna Vitkauskas
Leader Development
anna-vitkauskas@us.army.mil

Dr. Edward Fujimoto
AKL/Intern Recruiter/Trainer
edward.fujimoto@us.army.mil

Marvin Wages
Policy
marvin.wages @us.army.mil

Jackie Rustigian
Director, Human Capital Mgmt
jackie.rustigian@us.army.mil

FAX 703-604-2963 (DSN 664-2963)